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## THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D.C. 20505

Deputy Director for National Foreign Assessment

28 January 1981

MEMORANDUM FOR: Director of Central Intelligence

FROM : Richard Lehman  
Chairman, National Intelligence Council

SUBJECT : The NIO Roster

1. This memorandum is in response to your request for an analysis of the NIOs. I thought it would be useful, however, to provide a little context.

2. In addition to Hal Ford (my deputy) and myself, the National Intelligence Council includes twelve NIOs: eight regional and military, and four general (NIOs-at-Large). As I mentioned to you, the responsibilities of the eight NIOs with accounts are three: each, within his field, serves as the DCI's senior staff officer for NSC affairs, links the policy and intelligence communities, and produces national intelligence. The NIOs-at-Large represent a new concept and their duties are not yet fully defined. We see them as providing critical review of National Estimates in preparation, managing the production of estimates on topics transcending the boundaries of the defined NIO accounts, standing in for hard-pressed NIOs, and in general serving as a reserve of thinkers and writers for the DCI.

3. Each NIO must have:

- The stature to speak for the DCI, and the respect of his associates.

- Certain qualities of mind: analytic, skeptical, innovative, curious, intellectually courageous; able to harness diverse people and organizations with a minimum of supervision; willing to take the initiative.

- Deep knowledge of his subject.

- Broad understanding of intelligence organizations and processes, and active contact with the appropriate senior officers of the intelligence and policymaking communities.

SECRET

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Obviously, not all NIOs, however effective, totally meet all of these requirements; there are no renaissance men among us. In fact, the last two requirements must be balanced. An NIO must be deft in handling the bureaucracy, but inexperience in intelligence can be dealt with by the assignment of a professional intelligence officer as assistant. On the other hand, a really skillful senior intelligence officer can be an effective NIO without having devoted his career to his assigned specialty.

4. Since the NIOs are the DCI's officers for the Community, they are recruited from all agencies and from private institutions. A proper mix might be half from CIA and half from elsewhere. We are close to that now, but the principle is hard to maintain. CIA is a source of first-rate people for whom assignment as an NIO is a very desirable step on the career track, not always the case in other agencies. Moreover, recruitment in CIA can be done quickly, unhampered by freezes and other serious administrative obstacles. We have nonetheless been actively seeking an expanded number of NIOs from non-CIA ranks.

5. The present roster is as follows:

-- USSR-Eastern Europe: Bob Gates. Appointed December 1980. CIA Soviet specialist with policy experience in Soviet affairs on the NSC Staff and as a Special Assistant to Brzezinski. Most recently Executive Assistant to Stan Turner. Young, very bright, a driver.

-- East Asia: Ambassador John Holdridge, appointed 1979. Career State China specialist with service in Peking and as Ambassador to Singapore. Returning imminently to State to become Assistant Secretary for East Asia. There are three present possibilities for a replacement:



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-- Near East-South Asia: Bob Ames, CIA/DDO Arabist. Perhaps the best of the lot. He is leaving this summer [redacted]

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-- Africa: Gray Cowan, a long-time African scholar at Columbia. Joined January 1980 and has worked out well. Unlike some academics, has a real feel for the bureaucracy and is widely respected.

-- Latin America: Jack Davis, CIA/NFAC. Is a Latin American specialist, with wide experience as well on other questions. [redacted]

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[redacted] good in policy coordination settings, [redacted]

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-- Western Europe: Joe Zaring has just retired and is serving on contract until February. We expected a fine (ex-CIA) officer from State to come in, but she opted for an overseas assignment. Joe and his predecessor were more the contemplative than the activist type, and the account has consequently been less well linked to the policy community than it should have been. We need someone with considerable prestige to set the situation right and have alerted State to our interest in a ranking career Ambassador. See comment on Holdridge.

-- Strategic Programs: Dave Brandwein joined us this spring after several years in DDS&T. Before that he was a ranking CIA manager and analyst in the strategic field. Strong, outspoken, first-rate analyst. [redacted]

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-- General Purpose Forces: Maj. Gen. Ennis Whitehead, USA, also joined in 1980, replacing Lt. Gen. Paul Gorman, USA, now J-5. Ennis is a serving officer who came to us from heading the Army's think tank. He has fitted in well, an old-shoe type, and is extracting a large volume of important work from the system. [redacted]

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-- At Large: Hans Heymann, joined from Rand in 1975 as (then) NIO for Economics. Versatile, able to handle Soviet matters as well as broader economic questions. Works at the politico-economic boundary but also deals with technology transfer and a variety of miscellaneous subjects. Has a wide range of contacts, enjoys wide respect, and is uniquely useful to us.

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-- At Large: Jeremy Azrael, late a professor at the University of Chicago. Soviet and Islamic background. Joined in 1980 after a year or so in Office of Political Analysis. Widely respected among Soviet specialists in and out of government [redacted]

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-- At Large: Vacant. Should you approve, we will bring in [redacted], about whom Bruce has spoken to you. His field is the intersections of technology and political science, and of military and political questions. Has been a useful consultant to the Agency and has served on the Science and Technology Advisory Panel.

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-- At Large: Vacant. We have taken our time on this one, looking for someone quite different from the others. One possibility

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6. In summary, we will have five vacancies in 1981. Two, Near East and one At Large, are tentatively filled. We need to fill East Asia, Western Europe, and another At Large, if the hiring freeze will let us.

7. Biographic sketches are attached at Tab A. In addition, as you requested, at Tab B I have annotated our 1979 and 1980 production report to indicate the responsible NIO in each case.

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[redacted]  
Richard Lehman  
Chairman, National  
Intelligence Council

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ROBERT M. GATES

Robert Gates, a native of Kansas, received his B.A. degree from the College of William and Mary; his Master's from Indiana University, where he was a Fellow of the Institute for Russian and East European Studies; and his doctorate in Russian History and Soviet Studies from Georgetown University.

Dr. Gates began his government career in 1968 as a specialist on the Soviet Union with the Central Intelligence Agency. In 1971, he was invited to join the United States delegation to the Strategic Arms Limitation Talks (SALT) with the Soviet Union as an adviser on Soviet political and military affairs.

Following two years service with the US SALT delegation in Washington, Vienna, Austria and Geneva, Switzerland, Dr. Gates was asked by the Director of Central Intelligence to become Assistant National Intelligence Officer for Foreign Strategic Programs.

In 1974, Dr. Gates joined the National Security Council Staff with responsibility for national security policy and issues relating to the Soviet Union, Eastern and Western Europe. For the ensuing three years, Dr. Gates was responsible for preparing the President for meetings with European and Soviet leaders, representing the Assistant to the President for National Security Affairs in interdepartmental meetings concerned with formulation of policy in the European and Soviet areas, and performing operational assignments.

Dr. Gates returned to CIA in December 1976 to serve as coordinator of CIA research on the Soviet Union. He was responsible for monitoring research and production activities of all components of the Directorate of Intelligence relating to the USSR, organizing research and analysis of selected critical intelligence issues, and representing the Directorate of Intelligence with the policy making departments of Government.

Dr. Gates was invited to rejoin the National Security Council staff in May 1977, when he became Special Assistant to Dr. Zbigniew Brzezinski, the Assistant to the President for National Security Affairs.

In January 1980, Dr. Gates returned to CIA to become Director of the Strategic Evaluation Center in the Office of Strategic Research.

On February 1, 1980 The Director of Central Intelligence appointed Dr. Gates as his Executive Assistant.

Dr. Gates was named as National Intelligence Officer for the Soviet Union and Eastern Europe on November 24, 1980.

The United States Chamber of Commerce in 1978 named Dr. Gates as a recipient of the Arthur S. Flemming Award, presented annually by the Chamber of Commerce to the 10 most outstanding young men and women in the Federal Service.



287 GATES, ROBERT M.  
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Next 11 Page(s) In Document Denied